

Leadership Expectations supporting resource



Leadership Expectations supporting resource

Leadership contexts

Leading Others	
Expected behaviour	Behaviour descriptors
Lead collectively	<p>You understand how your work and that of your team contribute to achieving agency outcomes and fit in the sector. You recognise your role in delivering value for the future of Western Australians.</p> <p>this linkage clearly to others. You coach those you influence so they connect their work with the operations of the agency. You work proactively to create shared thinking and understanding across your team. You monitor the impact of your decisions and actions, ensuring that you continuously deliver value for the agency. You accept responsibility for contributing to the collective strategy of the agency and adopt a perspective that embraces all those you lead. You seek to build and maintain effective working relationships with others, and are mindful of the partnerships that support your efforts to deliver value for your team and work area. You continuously seek to understand and align your work with other business areas to support an area wide perspective.</p>
Think through complexity	<p>You think critically and strategically to solve problems and enhance effectiveness across your team or work area. You use your skills, experience and knowledge to anticipate and identify problems. You approach problems with curiosity, seek to understand and identify the root causes of problems and initiate solutions with confidence. You are comfortable with multiple levels of data and extract the essential information related to the task. You draw on information from an array of sources, applying your judgement and technical expertise to identify what is relevant and important. You are confident in making decisions, seeking guidance from others as necessary. You support your team or work group to take a solutions focused approach, intervening only when necessary with technical knowledge to ensure application of robust knowledge and customer orientation. You understand and respect the need for compliance to minimise risk in your work and ensure your team complies with the required policies, procedures and processes.</p>

Leading Others

Expected behaviour

Behaviour descriptors

Build capability

You contribute to the development of those in your team or work area by understanding their current capabilities and striving to develop them further.

You clarify your expectations of those in your team; monitor their performance; and support their growth and development through feedback, on the job training, coaching and other opportunities.

You proactively encourage your team to seek learning opportunities, empowering and guiding them to create and

Leading Leaders

Expected behaviour

Behaviour descriptors

Lead collectively

You contribute to achieving the outcomes of your agency and understand the impact on the sector.

areas for your leadership teams.

You communicate the connection between your work and the sector.

You coach those you lead and influence to align their practices and understand how their contributions add value.

You consider the impact of the decisions you make on those you lead and those in your business area.

objectives.

You continuously seek to align your work to support an agency wide perspective.



Leading Leaders

Expected behaviour



Multiple Area Leader

Expected behaviour

Behaviour descriptors

Lead collectively



Multiple Area Leader

Expected behaviour

Behaviour descriptors

Dynamically sense the environment



Multiple Area Leader

Expected behaviour	Behaviour descriptors
Lead adaptively	<p>You are continually learning and adapting your personal style and approach to be effective in new and challenging contexts and positions.</p> <p>You acknowledge the impact of your personal style on the performance of your teams and business areas.</p> <p>You actively modify your style to engage and influence others to deliver results.</p> <p>You understand the importance of self awareness, adopting strategies and ways to explore your own strengths, limitations and blind spots.</p> <p>You are willing to learn from a variety of methods informal and formal and apply those learnings to new and unfamiliar situations.</p> <p>You participate in learning opportunities that support your future development needs, actively seeking guidance and support from mentors and coaches.</p> <p>You regularly seek feedback on your performance and practices, acknowledging the importance of feedback and taking appropriate action when required.</p> <p>You support change initiatives and recognise your role in leading change effectively across your business areas.</p> <p>You demonstrate comfort with change, and willingly revise your work methods and processes to support continuous improvement for your business areas.</p>



Executive Leader	
Expected behaviour	Behaviour descriptors
Lead collectively	<p>You understand how your work and the decisions you make connect with other parts of your agency and the sector.</p> <p>You recognise your role in creating and supporting value for the future of Western Australians.</p> <p>You take a system wide perspective to deliver value for the agency and sector.</p> <p>You proactively shape strategy to align with the collective needs of the agency and sector, balancing delivery of tactical short term requirements with creating value in the medium term.</p> <p>You support the integration of business areas in your agency to align system wide strategy and direction. Your agency is then able to contribute to delivering future value for the sector.</p> <p>You create value by fostering strong relationships across the agency to deliver value.</p> <p>You continuously seek opportunities and build key strategic partnerships across the sector.</p>
Think through complexity	<p>You work with a high level of complexity arising from ambiguity and uncertainty, and create value for an unknowable long term future.</p> <p>You are able to deal with and consider a large number of variables, and make tactical and strategic decisions for the short and medium terms.</p> <p>When you do not have the full picture or information is missing or not available, you are able to take decisive action and evaluate the short and medium term impacts of your decisions and strategies.</p> <p>You foresee the consequences and risks of your decisions even when they may only be evident in the medium term or are external to your business areas.</p> <p>You proactively manage the implementation of the risk management strategies in your business areas, and take reasonable steps to mitigate any risks to your business areas and agency.</p>



Executive Leader	
Expected behaviour	Behaviour descriptors
Dynamically sense the environment	<p>You scan and decipher internal and external environments, leveraging understanding to influence and persuade others so as to create value for Western Australians.</p> <p>You identify patterns, trends and connections between situations, and the impact of issues and strategy on your business areas.</p> <p>You identify and acknowledge trends at societal, political and economic levels relevant to and likely to have an impact on your business areas.</p> <p>You are proactive in ensuring short term tactical decisions in your business areas are aligned with the direction of the agency.</p> <p>You recognise shared agendas and work towards mutually beneficial outcomes for all business areas.</p> <p>You are conscious of your personal style and how it impacts on your ability to influence key stakeholders.</p> <p>You proactively build your networks to deliver value for your business areas and the agency.</p> <p>You establish trusting relationships in all interactions both internally and externally.</p>
Deliver on high leverage areas	<p>You pursue with tenacity the high leverage priorities that are essential to your agency, key stakeholders and Western Australians.</p> <p>You identify the strategic priorities that are essential for your business areas and agency.</p> <p>You balance tactical short term objectives with delivering value in the medium term.</p> <p>You understand and recognise how the strategies and decisions in your business areas support the strategic direction of the agency.</p> <p>You demonstrate a drive to deliver both short and medium term strategic objectives for your business areas while also contributing to the delivery of future value to the agency.</p> <p>You pursue your goals with determination.</p> <p>When faced with challenges, you demonstrate personal resilience and proactively build your wellbeing resources.</p> <p>You seek support to help navigate setbacks and risks, and when making decisions that have a high level of uncertainty.</p> <p>You develop alternate plans and strategies to overcome barriers to delivering the goals and strategy of your business areas.</p> <p>You seek counsel when necessary to identify the most appropriate plan.</p> <p>You explore new opportunities for your business areas, and drive and encourage continuous improvement that contributes to delivering excellence for the agency</p>

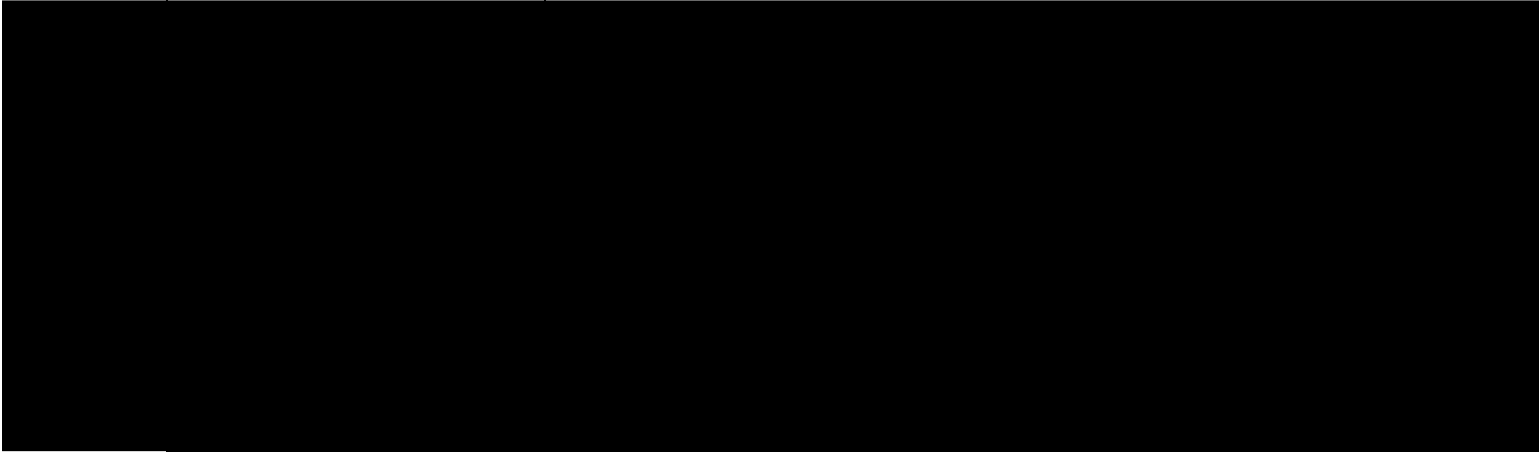




Executive Leader

Expected behaviour

Behaviour descriptors



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f your teams and business areas.
strengths, limitations and blind spots.
those learnings to new and unfamiliar
opment needs, actively seeking
s, exploring the merit of the feedback
ise your processes to effectively lead



Agency Leader

Expected behaviour

Behaviour descriptors

Lead collectively

You understand how your work and the work of the agency fit in the sector, recognising your role in creating and supporting value for the future of Western Australians.

You understand and leverage the interrelationships that exist in the sector and ensure that strategic decisions



Agency Leader	
Expected behaviour	Behaviour descriptors
Build capability	<p>You develop capability in the sector to create value for the future of Western Australians.</p> <p>You proactively develop leaders to deliver future value to your agency and the broader sector.</p> <p>You engage in whole of sector talent identification, aligning agency specific protocols with sector processes and systems.</p> <p>You develop the future capability requirements of your agency and ensure you contribute to developing a diverse talent pipeline in the sector.</p> <p>You create and support strategies in the agency that encourage talent to remain in the sector.</p> <p>You understand the value of a diverse and inclusive sector, and develop and implement strategies to engage and promote diversity and inclusion in your agency.</p> <p>You focus on developing the capability of your staff, paying particular attention to coaching and mentoring senior leaders.</p> <p>structures and practices with the sector, encouraging a healthy and productive sector culture.</p>

Embody the spirit of public service



Statewide Leader	
Expected behaviour	Behaviour descriptors
Lead collectively	<p>You understand how your work and the work of the agency fit in the sector, and recognise your role in creating and supporting value for the future of Western Australia</p> <p>You proactively shape the interrelationships that exist in the sector to deliver future value.</p> <p>You build and sustain long term partnerships across the sector and externally so you can drive synergies and initiatives.</p> <p>In developing strategy, you pay attention to matters that exist both internally and externally to your agency and take responsibility to shape the system.</p> <p>You develop appropriate solutions that best serve the interests of the sector and Western Australia by identifying the intended and unintended impacts of your strategic plan.</p> <p>You understand how your decisions, actions and behaviours impact the sector.</p> <p>You adopt a system wide perspective to ensure sector agencies are creating shared value.</p> <p>You encourage leaders to identify and shape how their work supports the public sector environment and circumstances.</p>
Think through complexity	<p>You are comfortable with a high level of complexity arising from ambiguity and uncertainty, creating value in an unknowable long term future.</p> <p>You effectively distinguish between detail complexity (related to a large number of variables) and dynamic complexity (related to increasing timespan between the decision made and the outcome of that decision).</p> <p>You embrace dynamic complexity and navigate detail complexity with ease.</p> <p>You make decisions that create value by thinking deeply and logically to obtain and evaluate evidence.</p> <p>You embrace the complexity arising from ambiguity and uncertainty to create sustained viability and value for an unknowable long term future.</p> <p>You identify innovative ideas and solutions that are in the best interests of the public sector and deliver future value for Western Australia.</p> <p>You build strategic risk management strategies into decision making, always calculating the risk of your decisions.</p> <p>You translate abstract ideas into concrete practices that can be communicated to a wide range of audiences.</p>



Statewide Leader

Expected behaviour

Behaviour descriptors

Lead adaptively

